Regents College Examination Content Guide

Human Resource Management

General Description of the Examination

The Human Resource Management examination measures knowledge and understanding of material typically taught in a one-semester survey course. The examination corresponds to a course required of management majors and usually taken in the junior or senior year. Examination content is drawn from that commonly included in courses titled Human Resources, Human Resource Management, or Personnel Administration. The examination tests for a knowledge of facts and terminology, an understanding of personnel management concepts and principles, and the ability to apply these concepts to typical personnel management situations. A knowledge of basic management concepts is assumed.

The Human Resource Management examination is one of three examinations in management of human resources offered by Regents College Examinations. The other two examinations in this area are Labor Relations and Organizational Behavior. A small number of individual topics may appear in more than one of the examinations. Treatment of any overlapping topics will differ in emphasis, detail, and depth, as defined and specified in the individual content outlines.

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REGENTS COLLEGE EXAMINATIONS

Use this guide if you are planning to test no later than September 30, 2001.

If you are planning to test on or after October 1, 2001, you should also obtain the revised version of this guide which will be available in late summer 2001. You may access the revised version online at our Web site or request a printed copy by contacting the College.

Uses for the Examination

Regents College, the test developer, recommends granting three (3) semester hours of upper-level undergraduate credit to students who receive a score equivalent to a letter grade of C or higher on this examination. This recommendation is endorsed by the American Council on Education. Other colleges and universities also recognize this examination as a basis for granting credit or advanced standing. Individual institutions set their own policies for the amount of credit awarded and the minimum acceptable score. Before taking the examination, you should check with the institution from which you wish to receive credit to determine whether credit will be granted and/or to find out the minimum grade required for credit.

The Human Resource Management examination fulfills the requirement in personnel administration for Regents College students enrolled in the Bachelor of Science degree in Management of Human Resources. The examination also fulfills the requirement in personnel administration for nursing students pursuing a minor in Management of Human Resources. The examination may also be used as a business elective by Regents College students enrolled in the Bachelor of Science degree in general business or the Associate in Science degree in business, and as a free elective for all other Regents College degrees that allow for free electives.

Examination Length and Scoring

The examination consists of approximately 120 four-option multiple-choice questions, some of which are unscored, experimental questions. You will have three (3) hours to complete the examination. Since you will not be able to tell which questions are experimental, you should do your best on all of them. Letter grade recommendations are based on expected performance of college students of comparable ability on the group of questions administered. Your score will be reported as a letter grade.

Examination Administration

The examination is administered by computer at Sylvan Technology Centers® throughout the United States and in Canada, American Samoa, Guam, Puerto Rico, Saipan (Northern Mariana Islands), and the Virgin Islands. The examination is also administered at approved international testing centers. To receive information concerning testing dates, locations, and fees, contact Regents College.

Test Administration
Regents College
7 Columbia Circle
Albany, New York 12203-5159

Phone: (518) 464-8500
Toll Free: 888-RCExams (888-723-9267)
Fax: (518) 464-8777
Internet: testadmn@regents.edu
TDD: (518) 464-8501

Computer-Delivered Testing

If you are testing at a Sylvan Technology Center,® your examination will be delivered by computer. You will enter your answers on the computer using either the keyboard or the mouse.

The system used for our computer-delivered testing is designed to be as user-friendly as possible, even for those with little or no computer experience. Instructions provided on-screen are similar to those you would receive in a paper examination booklet. In addition, before the timed portion of your examination begins, you may choose to complete a tutorial that orients you to the computer testing environment and gives you the opportunity to try each feature before using it in questions that will be scored. You will be instructed in how to use the mouse, the keyboard, and different parts of the screen. We encourage you to take advantage of this tutorial. If you have access to the World Wide Web, you can view the screens that you will see in the tutorial, or actually download a copy of a similar tutorial to practice with, from the Regents College Web site (www.regents.edu).

Third-Party Services

Regents College is a nonprofit educational service organization, and has no affiliation with, nor does it endorse or recommend, any profit-making education counseling centers. Initial counseling and advising for college degrees is usually provided **FREE** by degree-granting institutions. Students wishing to demonstrate college-level learning by taking Regents College Examinations can receive their **FREE** copies of the appropriate content guides by requesting them from Regents College.

HM/CD

Content Outline

The major content areas on the examination and the percent of the examination devoted to each content area are listed below.

CONTENT AREA	PERCENT OF THE EXAMINATION
I. The Role and Context of Human Resource Management	10%
II. Fair Employment Practices	10%
III. Human Resource Planning	10%
IV. Human Resource Staffing	15%
V. Performance Management	15%
VI. Employee Development	15%
VII. Employee Compensation	15%
VIII. Labor Relations	10%
Total	100%

I. The Role and Context of Human Resource Management (10%)

A. Role of human resource management in organizational strategy

1. Evolution of human resource management
   a. Functions
   b. Relationship to the organization
   c. Value to the organization

2. Human resource decision making (for example: diagnostic model, strategic management process)

B. Human resource information systems (HRISs)

1. Record keeping and administration
2. Decision support
3. Security, privacy, and employee access

C. Labor force

1. Labor market data and trends
   a. Changing demographics
   b. Diversity
   c. Use of temporary employees

2. Employee values and attitudes

D. Global issues for human resource management

1. The global workforce
2. Competitive advantage
3. International assignments

E. Importance of the legal environment

1. Regulation of human resource management
2. Human resource management's role in compliance

II. Fair Employment Practices (10%)

A. History and nature of illegal discrimination in employment

B. Major federal legislation (who is covered, basic provisions)

1. Civil Rights Act of 1964, Title VII (as amended) and Civil Rights Act of 1991
2. Age Discrimination in Employment Act (ADEA) of 1967
3. Americans with Disabilities Act (ADA) of 1990 and Vocational Rehabilitation Act of 1973
4. Equal Pay Act of 1963

5. Immigration Reform and Control
    Act of 1986

6. Executive Order 11246

7. Pregnancy Discrimination Act of 1978 and
    Family and Medical Leave Act of 1993

C. **Equal employment opportunity (EEO) issues**

1. Disparate treatment and adverse impact

2. Roles of the Equal Employment
    Opportunity Commission (EEOC)

3. Job relatedness in human resource
    management decision making

D. **Affirmative action**

1. Role of the Office of Federal Contract
    Compliance Programs

2. Affirmative action planning

3. Preferential selection and reverse
    discrimination

E. **Sexual harassment**

1. Definition

2. Policies and practices

III. Human Resource Planning (10%)

A. **Role in organizational strategy**

B. **Planning process**

1. Forecasting
    a. Determining needs — internal and
        external demand
    b. Analyzing internal and external supply

2. Action planning

3. Implementation and evaluation

4. Special issues related to downsizing

C. **Job analysis**

1. Uses and purposes

2. Methods and techniques

IV. Human Resource Staffing (15%)

A. **Recruitment**

1. Internal and external sources

2. Methods

3. Evaluation and control

4. Matching applicant job choice and
    organizational needs

B. **Selection**

1. Methods
    a. Application forms and resumes
    b. Employment tests and work samples
    c. Interviews
    d. References, biographical data, and
        background checks
    e. Other selection methods

2. Decision making
    a. Reliability
    b. Validity
    c. Evaluating the utility of selection
        practices

C. **EEO and affirmative action implications**

1. Staffing implications of EEO and
    affirmative action (see topics in IIC
    and IID)

2. Physical examinations and drug testing

V. Performance Management (15%)

A. **Performance appraisal**

1. Purposes and uses

2. Requirements for effective design
    a. Relevance (accuracy, validity)

    b.   Reliability

    c.   Acceptability and practicality

    d.   Reduction of rater errors

  3. Appraisal methods

  4. Sources of performance information

    a.   Supervisors, peers, subordinates, self, customers

    b.   Team-based approaches

  5. Communicating results

    a.   Evaluation and feedback

    b.   Goal setting

  6. Training raters

B. Productivity programs

  1. Total quality management (TQM)

  2. Organizational design and development

  3. Job design

  4. Quality of Work Life (QWL)

    a.   Self-managed (autonomous) work teams

    b.   Employee involvement/empowerment

  5. Work schedule patterns and hours of work

  6. Other productivity programs

VI. Employee Development (15%)

A. Training

  1. Strategy and purposes

  2. Training program design

    a.   Needs assessment

    b.   Methods and techniques

    c.   Evaluation

    d.   Cost benefit analysis

B. Orientation and socialization

C. Career planning

  1. Planning

    a.   Mentoring

    b.   Preparing for international assignments

    c.   Succession planning

  2. Issues

    a.   Psychological contract

    b.   Skills obsolescence and career plateauing

    c.   Work/family conflict

D. Special issues

  1. Job loss and outplacement

  2. Dealing with the difficult employee (for example: discipline problems)

  3. Employee assistance programs (EAPs)

  4. Organizational due process — grievance and appeal procedures

  5. Workforce diversity

E. Safety and health issues

  1. AIDS in the workplace

  2. Occupational Safety and Health Act of 1970

    a.   Management's obligations

    b.   Employee rights

  3. Safety programs

  4. Stress and wellness programs

VII. Employee Compensation (15%)

A. Direct compensation — pay level and pay structure

  1. Compensation strategy

    a.   External and internal equity

    b.   Legal issues (Equal Pay Act of 1963 and Fair Labor Standards Act [FLSA] of 1938)

2. Determining pay level (pay surveys)

3. Determining pay structure

   a. Method of job evaluation

   b. Administration of the pay structure

4. The comparable worth debate

B. **Special compensation programs**

1. Individual

   a. Merit pay

   b. Skill-based pay

   c. Incentive pay

2. Group- and organization-wide incentive plans

   a. Gainsharing

   b. Profit sharing

   c. Ownership

3. Executive pay

C. **Indirect compensation — employee benefits**

1. Mandatory

   a. Social Security

   b. Unemployment insurance

   c. Workers' compensation

2. Discretionary

   a. Insurance programs

   b. Paid time away from work

   c. Retirement plans

   d. Employee services (for example: family care, educational programs)

3. Benefits administration and strategy

   a. Surveys and benchmarking

   b. Determining and controlling costs

   c. Communicating employee benefits

   d. Trends (for example: employee contributions vs. entitlement, flexible benefits)

   e. Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1985 and Employee Retirement Income Security Act (ERISA) of 1974

VIII. Labor Relations (10%)

A. **History and organization of organized labor**

1. AFL-CIO

2. National and local unions

B. **Labor legislation and regulation**

1. National Labor Relations Act of 1935 (for example: unfair labor practices — employers, National Labor Relations Board [NLRB])

2. Taft-Hartley Act of 1947 and Landrum-Griffin Act of 1959 (for example: right to work, unfair labor practices — unions)

C. **Organizing and representation**

1. Why employees join unions

2. Organizing campaign

D. **Collective bargaining**

1. Contract negotiation

2. Contract administration

   a. Issues (for example: discipline and discharge, seniority, security arrangement)

   b. Grievance procedures

3. Impasses

   a. Mediation and arbitration

   b. Direct action (strike, lockout, boycott, picket)

4. Trends

   a. Labor-management cooperation

   b. Union avoidance

   c. Union membership changes

Sample Questions

The questions that follow illustrate those typically found on this examination. These sample questions are included to familiarize you with the type of questions you will find on the examination. The answers can be found on the inside back cover of this guide.

1. During the human resource management strategy formulation, which of the following must be determined first?
   1) the internal strengths and weaknesses
   2) the external opportunities and threats
   3) the organization's mission and goals
   4) the knowledge, skills, and abilities of employees

2. A company that relies on a differentiation strategy requires which type of employees? Employees who
   1) are reluctant to take risks
   2) are focused on short-term results
   3) have a high concern for quantity
   4) have a tolerance for ambiguity

3. When writing job descriptions, an employer should focus on which component to facilitate compliance with the Americans with Disabilities Act (ADA) of 1990?
   1) Identify why a job should be done.
   2) Identify essential job tasks.
   3) Provide generic job descriptors.
   4) Provide reasonable job descriptors.

4. The human resource manager in a company needs to hire a number of people. The applicant pool consists of 70 white applicants and 30 black applicants. If 35 white applicants are selected, using the four-fifths rule, what is the minimum number of black applicants that should be selected to avoid disparate impact?
   1) 12
   2) 24
   3) 28
   4) 30

5. Which term is defined as a written document outlining specific goals and timetables to reflect relevant labor force demographics?
   1) bona fide occupational qualification (BFOQ)
   2) EEO-1 report
   3) quota system
   4) affirmative action plan

6. An organization has completed a workforce analysis and has projected employee activity changes and employee quantity changes. These activities are part of which human resource forecast?
   1) external supply
   2) business activity
   3) labor demand
   4) internal labor supply

7. Which is a statistical technique used to assess the likelihood that employees will change jobs during a specific time period in the future?
   1) Delphi technique
   2) nominal group technique
   3) labor force participation rate
   4) transitional matrix

8. Which type of selection interview is the most valid and reliable?
   1) narrative
   2) nondirective
   3) structured
   4) unstructured

9. Which selection tool is used to minimize the risk of negligent hiring?
   1) reference checks
   2) honesty tests
   3) job experience questionnaires
   4) ability tests

10. Which type of analysis identifies the percentage of men, members of historically underrepresented groups, and women employed in an organization?

    1) job analysis
    2) utilization analysis
    3) availability analysis
    4) yield ratio analysis

11. Which legislation states that employers may require medical examinations only after an offer of employment has been made to the applicant?

    1) Title VII of the Civil Rights Act of 1964
    2) Age Discrimination in Employment Act (ADEA) of 1967
    3) Vocational Rehabilitation Act of 1973
    4) Americans with Disabilities Act (ADA) of 1990

12. Which is an important criterion in evaluating the success of a performance appraisal system in a company?

    1) endorsement by customers
    2) acceptance by employees
    3) use in determining pension levels
    4) use in assessing profitability

13. In which performance appraisal method is an employee's performance judged on the basis of goals established through consultation between the employee and the employee's supervisor?

    1) behaviorally anchored rating scales (BARS)
    2) critical incidents
    3) management by objectives (MBO)
    4) assessment centers

14. In a training program for supervisors, the human resource manager gives the supervisors examples of the most common types of problems that occur in employee evaluations. The human resource manager also solicits suggestions from the supervisors on how to avoid these problems. Which evaluator training technique is the human resource manager using?

    1) decision-making training
    2) observation training
    3) rater error training
    4) frame-of-reference training

15. What is a likely advantage to redesigning jobs according to the job enrichment approach?

    1) greater work satisfaction
    2) lower training requirements
    3) lower physical requirements
    4) increased performance feedback

16. For three years, a trainee attends classes on auto mechanics and participates in on-the-job training with an experienced auto mechanic. What type of training is the trainee receiving?

    1) apprenticeship
    2) action learning
    3) behavior modeling
    4) cooperation training

17. In a training needs assessment, what is the purpose of an individual analysis?

    1) to determine where in the organization individuals need to be trained
    2) to determine how well a specific employee is carrying out the tasks that comprise a job
    3) to determine the current skills and knowledge of the employees to be trained
    4) to establish what the individual knowledge, skills, and abilities are for a particular job

18. Which human resource program is aimed at identifying and tracking employees that an organization believes will be successful in higher-level managerial positions?
    1) career planning
    2) management forecasting
    3) succession planning
    4) trend analysis

19. The Occupational Safety and Health Act of 1970 grants which right to employees?

    The right to
    1) insist that management shut down a dangerous work site
    2) request an OSHA inspection of a working condition believed to be unsafe
    3) have the employer pay damages to employees exposed to dangerous substances
    4) have an OSHA inspector remove dangerous substances from the workplace

20. A job evaluation is conducted in a company using the point method and two different jobs are found to have approximately equal points. The company can use this information to establish which type of equity?
    1) external
    2) individual
    3) internal
    4) interorganizational

21. What is the purpose of a wage and salary survey?
    1) to report the rates paid for specific jobs by an organization's relevant competitors
    2) to determine the employees' level of satisfaction with an organization's pay policy
    3) to determine the internal equity of jobs in an organization
    4) to discover the individuals in an organization who are the most underpaid or the most overpaid

22. Organizations are most likely to adopt gainsharing plans for which reason?
    1) improvement in productivity
    2) union avoidance
    3) bargaining trade-off
    4) reduction in turnover and absenteeism

23. Which organization determines the appropriate bargaining unit for a union representation election?
    1) American Arbitration Association (AAA)
    2) National Labor Relations Board (NLRB)
    3) Department of Labor (DOL)
    4) Federal Mediation and Conciliation Service (FMCS)

24. Which management activity is legally allowed during a union election campaign?
    1) Management states its opinion to workers about the ramifications of unionization.
    2) Management discharges employees for union activity before the union is recognized.
    3) Management questions employees individually about their personal union preferences.
    4) Management promises to provide additional benefits if the union is rejected.

25. Which type of bargaining is referred to as win-lose or zero-sum negotiation?
    1) integrative
    2) distributive
    3) multiemployer
    4) intraorganizational

Study Materials

The study materials listed below are recommended by the examination development committee as the most appropriate resources to help you study for the examination.

The Regents College Bookstore stocks the current editions of selected textbooks for all examinations. In some cases, the current edition will be more recent than that listed in this examination guide. The Bookstore also offers resources in areas such as study strategies, personal planning, and stress reduction. See the separate flyer for further information about purchasing textbooks or other resources through the Bookstore.

You may also find textbooks in college libraries and schools of business. Public libraries may have some of the textbooks or may be able to obtain them through an interlibrary loan program.

You should allow sufficient time to obtain resources and to study before taking the examination.

Electronic Peer Network

Enrolled Regents College students are eligible to join the Regents College Electronic Peer Network (EPN). The EPN is a Web-based environment that enables Regents College students to interact academically and socially. As an EPN member, you will be able to locate a study partner, join an online study group for your exam, chat in real-time with other students, and access other resources that may be helpful to students preparing for Regents College Examinations. Enrolled students can join the EPN by visiting the Regents College home page and clicking on Electronic Peer Network.

Online Study Services

Regents College online study services provide enrolled and prospective students with access to subject matter experts. These services are available on a fee-for-service basis and currently assist students with writing and statistics. Please email requests for more information about these services to the appropriate address: rcwrite@regents.edu or rcstats@regents.edu or call Learning Services at 888-647-2388 (press 1-4-4 at the greeting). You may email suggestions for new online study services to rclearn@regents.edu.

Virtual Library

The Regents College Virtual Library (RCVL) is an online library designed for distance learners. The RCVL (http://www.library.regents.edu) provides access to a variety of resources such as journal articles, books, Web sites, databases, and reference services. These resources can help you prepare for Regents College Examinations. While some library services are restricted to enrolled students, many are not. To access the RCVL, visit the Regents College home page.

Recommended Resources

Textbooks

If you wish to be successful on this examination, it is essential that you study from one of the recommended textbooks, rather than just rely on practical experience in human resource management.

The examination development committee recommends that you obtain one of the textbooks listed below to use in preparing for the examination. Either textbook will provide the theoretical basis for your study and very good coverage of the topics on the content outline.

As you use one of these textbooks to study for this examination, you may find that you need additional clarification in specific content areas. The examination development committee recommends that you use the other textbook to supplement your understanding or provide clarification of topics on the content outline. You may be able to locate the other textbook through a library.

Fisher, C.D., Schoenfeldt, L.F., & Shaw, J.B. (1999). *Human resource management* (4th ed.). Boston: Houghton Mifflin.

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (1997). *Human resource management: Gaining a competitive advantage.* (2nd ed.). Burr Ridge, IL: Richard D. Irwin.

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Key To Sample Questions

Question	Key	Content Area[1]	Question	Key	Content Area[1]
1	3	IA2	14	3	VA6
2	4	IA	15	1	VB3
3	2	IIB3	16	1	VIA2
4	1	IIC1	17	3	VIA2
5	4	IID2	18	3	VIC1
6	4	IIIB1	19	2	VIE2
7	4	IIIB1	20	3	VIIA1
8	3	IVB1	21	1	VIIA1
9	1	IVB1	22	1	VIIB2
10	2	IVC1	23	2	VIIIB1
11	4	IVC2	24	1	VIIIC2
12	2	VA2	25	2	VIIID1
13	3	VA3			

[1]Content Area refers to the location of the question topic in the content outline.

Regents College Written Examinations

The following is a list of examinations scheduled to be offered during 2000–2001:

Arts and Sciences Examinations

Foundations of Gerontology
Pathophysiology
Psychology of Adulthood & Aging

Arts and Sciences Guided Learning Packages

Abnormal Psychology
American Dream
Anatomy & Physiology
English Composition
Ethics: Theory & Practice
History of Nazi Germany
Life Span Developmental
    Psychology
Microbiology
Religions of the World
Research Methods in Psychology
Statistics
World Population

Business Examinations

Business Policy & Strategy
Human Resource Management
Labor Relations
Organizational Behavior
Production/Operations
    Management

Education Examination

Reading Instruction in the
    Elementary School

Nursing Examinations
Associate Degree:

Differences in Nursing Care: Area A
    (modified)
Differences in Nursing Care: Area B
Differences in Nursing Care: Area C
Fundamentals of Nursing
Maternal & Child Nursing
    (associate)
Maternity Nursing
Nursing Concepts 1
Nursing Concepts 2
Nursing Concepts 3
Occupational Strategies in Nursing

Nursing Examinations
Baccalaureate Degree:

Adult Nursing
Health Restoration: Area I
Health Restoration: Area II
Health Support A: Health
    Promotion & Health Protection
Health Support B:
    Community Health Nursing
Maternal & Child Nursing
    (baccalaureate)
Professional Strategies in Nursing
Psychiatric/Mental Health Nursing

Nursing Guided Learning Package
Baccalaureate Degree:

Research in Nursing

To receive information concerning testing dates, locations, and fees, contact Regents College:

Test Administration
Regents College
7 Columbia Circle
Albany, New York 12203-5159
Phone: (518) 464-8500
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Internet: testadmn@regents.edu
TDD: (518) 464-8501

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REGENTS COLLEGE EXAMINATIONS

THE REGENTS COLLEGE EXAMINATIONS OFFICIAL STUDY GUIDE — 2001 EDITION IS HERE!

Want more study information than this content guide provides? Consider the advantages of this one-volume source for all undergraduate-level Regents College Examinations:

- Learn why the correct answer to that sample question is the right one, and what's wrong with the others, in the Rationales section;

- View guides for related topics in logical groupings, and select your next exam based on comprehensive information;

- Tie your studies together into a plan for earning your Regents College degree;

- Use the free CD-ROM to access documents, the Sylvan tutorials and sample tests, Web links, and a slide show about Regents College.

The *Regents College Examinations Official Study Guide*, available in bookstores, is revised each year to reflect the current battery of Regents College Examinations.

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